

Asset Valuation Seminar

12th of June 2018









Agenda

- 12:45 Welcome with sandwich lunch
- 13:30 Asset risk management, the impact of asset valuation on Equity by Jean-Paul van Grinsven (ING Lease)
- 14:15 Circular leasing proposition, the lease of pre-used assets (do's & dont's) by Frits Engelaer (DLL Group)
- 15:00 Break
- 15:30 Introduction Ritchie Bros.

 by Christian Sonneville (Ritchie Bros.)
- 15:45 **Asset Valuation tools for Portfolio & Asset management** *by Rickard Krøtø and Johan Lustig (Mascus International)*
- 17:00 **Q&A** and closure
- 17:30 Drinks & snacks offered by Ritchie Bros. (until 18:45)



Approaching asset valuation

And impact on equity

Jean-Paul van Grinsven

NVL – BLA seminar, Zevenbergen 12-6-2018

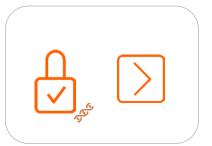




About me







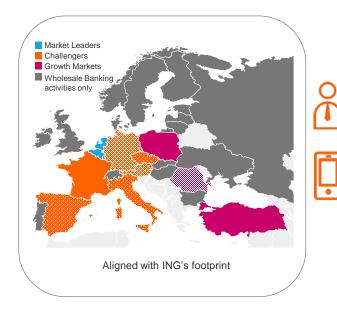


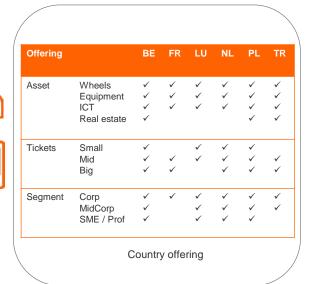






About leasing within ING







Trends & regulations impacting the industry

Overall trends

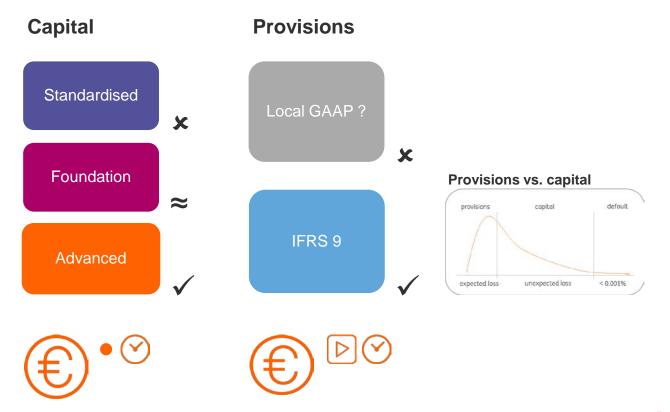
- Circular economy, circular supply chain
- Bundled services, pay-per-use
- Customer journeys within ecosystems
- Customer experience is differentiator
- New models fuelled by **fintechs**

Regulations

- Accounting Rules
 - IFRS 16 Lease accounting
 - IFRS 9 Provisioning
- Basel regulations
 - Basel 3.5 / 4
 - Stricter model approach
- GDPR
- AMLD 4
- Cybersecurity

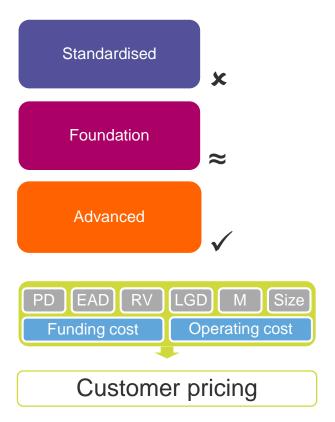


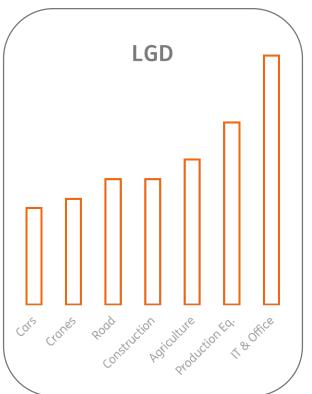
Asset based = lower risk = higher returns





But assets are just one of the drivers for return

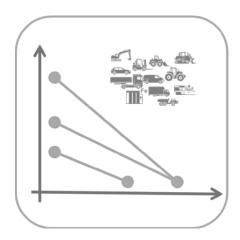






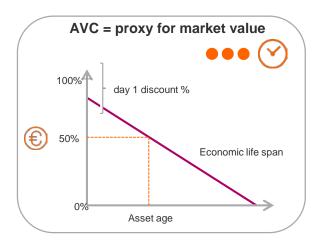
Our regulatory approach to asset valuation

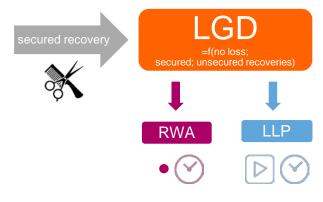


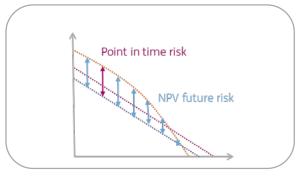




Asset valuation curves & financial impact







≈ 100 different assets ≈ 20 different AVCs reviewed annually





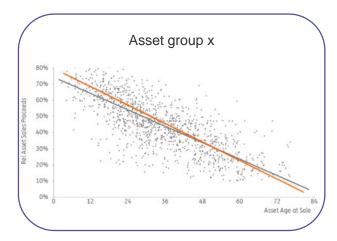
Establishing AVCs

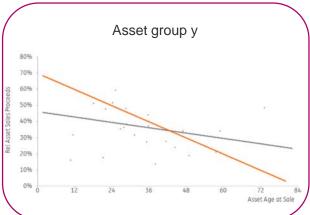
ECB – Targeted Review of Internal Models

- Increasing interest in asset valuation approach
- Increasing strictness in interpretation of regulations

External auditor: IFRS-9 scrutiny

- Models may not under estimate but also not over estimate
- And must reflect current macro economic outlook

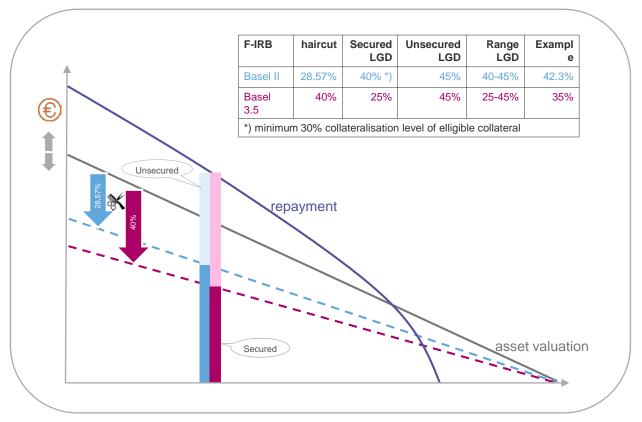




- Bad recoveries dominate internal data
- Data quality: outliers, reliability
- Volatility: 90% of all cases realizing >70%?
- How prove liquid markets?
- How to substantiate expert view?
- Granularity okay for regulatory <> business



Eligible market values are of increasing relevance





Ideas to improve our asset valuation approach



Establish clear cover valuation policy for communication with regulators

Harmonise our operating models to increase data reliability

Have a more liberal underwriting approach to increase number of defaults...



Establish industry approach towards regulators on asset valuation

Share our data at an industry platform to increase statistical / regulatory value

Team-up with external parties to purchase and share data



Lobby for sufficiently granular capital approach for leasing under SA / FIRB



Establish a single, liquid and transparent market place for asset sales across Benelux?

00







Thank you

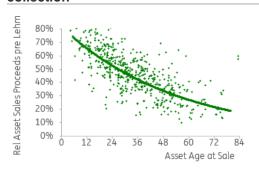


Limited volatility throughout the cycle

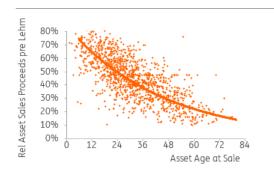
Pre-Lehman – limited data, learning collection

80% 70% 60% 40% 30% 20% 0 12 24 36 48 60 72 84 Asset Age at Sale

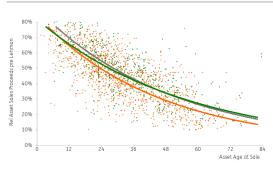
Recent years – normal cycle, mature collection



Post-Lehman (until 2014) - many data points

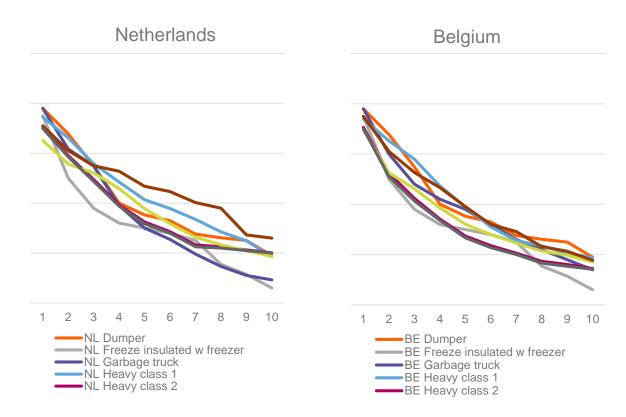


Throughout the cycle





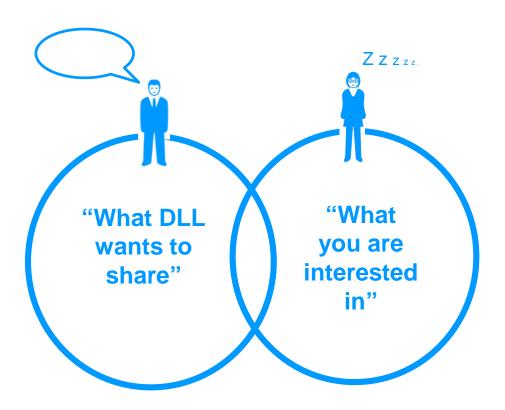
Greater granularity, in assets and countries



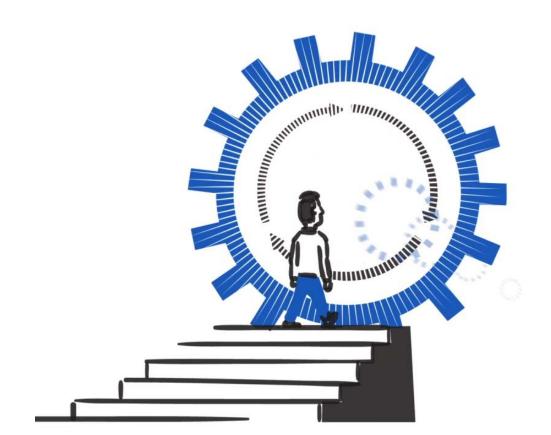


2nd life finance in a Circular Economy
See what counts.

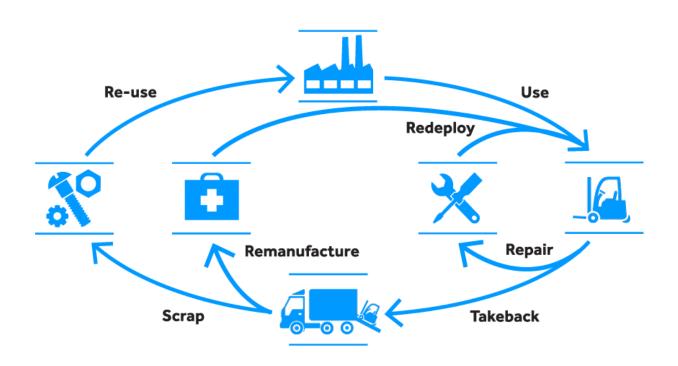
Focus of today



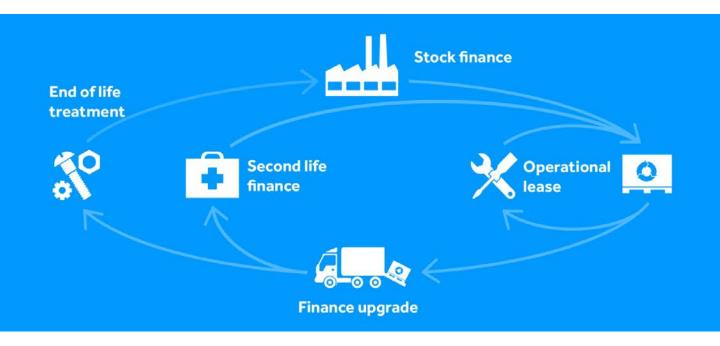
Build sustainable business for the future



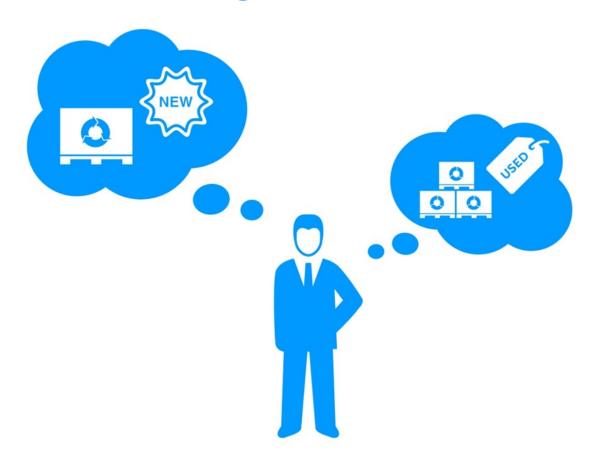
Control the full technical lifecycle of assets



Therefore we develop new finance solutions



Focus - Financing USED vs NEW assets



We are **NOT** financing dodgy business



Challenge: lack of standards

- Re-Used
- Refurbished
- Remanufactured



Point of Sale Marketing activities







Wacker

Im Interview: Spezialisten von Wacker Neuson zum Thema Gebrauchtmaschinen

IM GESPRACH MIT ANDREAS M. LOHNER, GESCHAFTSFÜHRER WACKER NEUSON DEUTSCHLAND, UND PETER M. ADAM, LEITER VERTRIEB GEBRAUCHTMASCHINEN EUROPA BEI WACKER NEUSON

Lohner Excellence are Marks and Korden. behagungen sowie unsere eigenen Erfahrungen zeigen, dass ein aktiv gesteuertes Getrauchtgeschildt keinesfalts Neuverkäufe kannbalisieren muss. Vielmehr sprechen wir mit unserem Lösungsangebot gezielt unterschediche Kundenwinsche an: Deutschland rat im Schwerpunkt ein Markt mit einer hohen. Nachhage nach Neigeräten, ergänzt im junge Gebrauchte (unter Premium Used Angebot mit bis zu zwei Jahne jungen Maschinen) und das Massische Gebrauchtmaschinengeschäft (Used Classic Maschines ab zwei Jahret, Okonomische Überlegungen, Einsatzplanungen und auch das benötigte Produktportfolio sind häufig Motive für den Kauf einer Cetrauchtmaschine. Eine hocheedige Gebraschtmaschine ist häufig der erste Schrift. zur sodteren Anschaffung einer Neumaschine mit krindenindischseller Ausstaltung.

East für welche Maschine sich ein Kunde entscheidet, mit unserem flächendeckendern Vertrebs- and Servicenerz finder er bei Wacker Neuson stets eine optmale Lösung. Gebroachtgeräte, Neugeräte, Vermietung, Service, Finanzierung und Versicherungen sind integraler Bestandteil des Angebots unserer regionalen Vertrebs- und Servicestandorte.

Adam: Neben den erwähnten ökonomischen Onlinden sprechen die hohe Qualität und die Langlebigket eines Premiumproduktes für den Kauf einer Premium Used oder Used Classic Maschine, insbesondere went sie herstellengepflegt ist.

Durch unsere Wacker Neuson Finance Lósungen sind kurze und anpassungsfähige Finanzierungsprodukte leicht unszusetzen, da as a buffer Verseer's position on when the chromatical Dese Miglichkeit wird häufig in Verbindung mit unseren Wartungslösungen genutzt. Ein Unternehmer, der eine Maschine als Englin-

gerne die Möglichkeit Janger Debrauchter". Ein weiterer Aspekt, der für eine Gebrauchtmaschine sprechen kann, ist die sofortige Verfligbarkeit. Mit unserem Programm "Testen ohne Risiko" kann der Kunde die Maschinen erst einmal anmeten und dann bei Gefallen und häufigerem Gebrauch übernehmen. Der Vorteil liegt auf der Hand, der Unternehme und die Bediener auf der Baustelle sind mit der Maschine vertraut und eine weitere Einweisung entfalt. Das spart Zeit und Geld.

Lubrer: Im Idealfall bieten Hersteller und Händer ein regional spezifisches Sortiment entsprechend der Kunderwünsche vor Ort in hours Mietoark an. Mt der Steisenung über die Laufzeiten der Maschinen im Metpark sind Gebraschtmaschinen zu kundenindvickeilen Preisen serflicher, Gleichheitig können beim Kunden vorhandene Gebrauchtmaschinen "fit" gehalten werders vom regelmäßigen Technik-Check über Aufbereitungsmaßnahmen bis hin zur Generalüberholung. Dies kann auch in Vertindung mit Full-Service-Lösungen erzielt. werden, sm:Ausfallzeiten gering zu halten und gleichzeitig den Werterhalt der Maschmen zu

Adam Wacker Neuron betel seinen Kunden auch die Inzahlungnahme ganzer Flottenbestande im Austausch an und entlastet damit Kunden bei der weberen Verwertung oder Vermanklung dieser Maschinen, Gerade hier hilt den Kunden die internationale Aufsteilung von Wacker Neuson. Zusammengefasst: Kauf, Wartung, Reparatur, Aufbereitung, Finanzierung bis hin zur Inzahlungsahme alles ist möglich und aus einer Hand.

Lohner: Bei unseren Fremium Used Maschinen handelt es sich stets um lunge, herstellerconflorts, horizontice Cabraights, Premium Used Maschinen aind weniger als zeei Jahre

zung für Auftragsspitzen benötigt, nutzt daher alt und verfügen stets über ein Jahr Gewährlentung. Man kann sich das wie den klassischen Jahreswagen im Automobilbereich vorsiellen. Verfügbar sind die Premium Used Maschinen an über 60 eigenen Standorten von Wacker Neumon in Deutschland, englisch durch western 50 Standorfe unserer Vertrieb-

Adam: Um das Gebrauchtmaschinengeschäft grenziberschnetend innerhalb Europas zu koordinieren und so kosteneffizient wie möglich gestalten zu können, gibt es bei Wacker Neuson einen Zentralbereich Gebrauchtmaschinen Europa. Diese Spezialsierung im Gebrauchtmaschinenhanding spiegelt sich such in attraction Versautionsises wider. Die europäischen Märkle sind sehr unterschied-Ech. Deshalb ist es für Wacker Neuson wichfor the AMERICAN der Gebrauchtmaschinen onzielt nach dem fiedarf der inweiligen Länder steuern, und vor Ort bedarfsgerechte Maschinen anbieten zu können.







Details zu den oben stehenden Angeboten erhalten Sie im Gebrauchtmaschinenzentrum in Gotha: Gleichenstrasse 20

Tel.: +49-(3621)-4595-612 Weitere Gebraucht- und Finanzierungsangebote auf Anfrage oder unter www.used.wackerneuson.com









See what counts.

www.dllgroup.com



15:00 Break

- 12:45 Welcome with sandwich lunch
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by Jean-Paul van Grinsven (ING Lease)

14:15 - Circular leasing proposition, the lease of pre-used assets (do's & dont's)

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- 15:45 Asset Valuation tools for Portfolio & Asset management by Rickard Krøtø and Johan Lustig (Mascus International)
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rb ritchie bros.

Introduction to Ritchie Bros.







First auction in Europe
1987



1998



Listed on TSX **2004**



rb ritchie bros.

More Ways We Deliver

\$4.5B

In gross transactional value

400+

unreserved onsite auctions with online bidding

78

weekly online auctions

auction sites in 12 countries

40+ 4.4M+ 3.3M 170K+

average monthly website visitors

registered website users

buyers



Leveraging our auction DNA into a broad suite of solutions

L Asset Solutions













Supporting All Phases of the Equipment Lifecycle

Asset Solution – Equipment Lifecycle



All-inclusive service



- Inventory management
- Used equipment website platforms
- Assistance Repossession
- Logistics and shipping (RBL)
- Storage
- Inspections
- Valuations
- Refurbishing
- Insurance



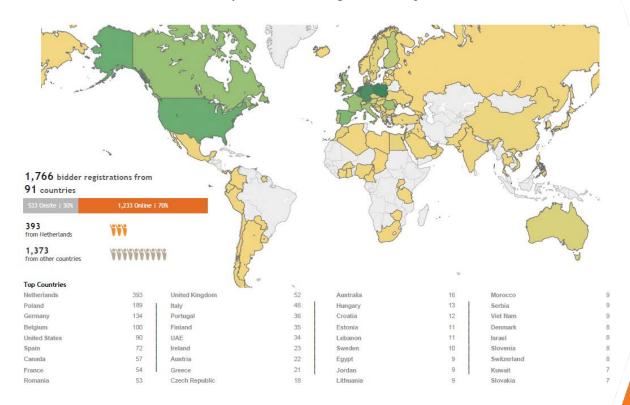


Growing Global Demand

Our global network and reach, sales solutions and services bring the most motivated buyers from around the planet. Selling with us means worldclass representation of your equipment online and onsite.



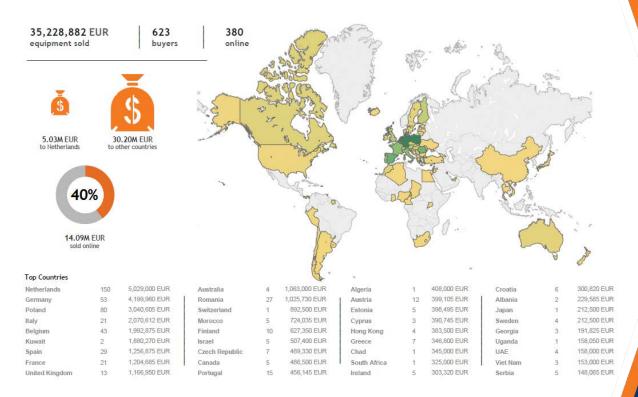
Auction results | Moerdijk May, 2018







Auction results | Moerdijk May, 2018







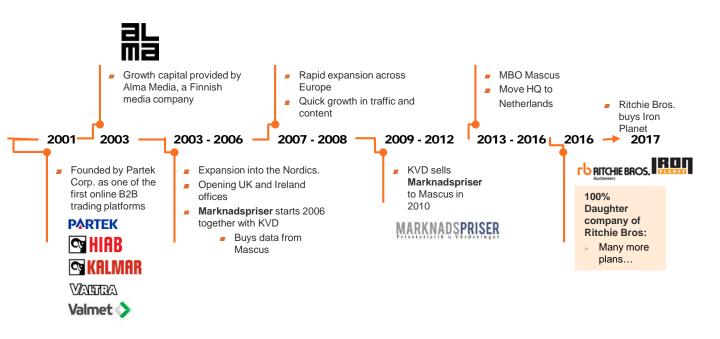




Asset valuation tools for portfolio & asset management



Mascus history



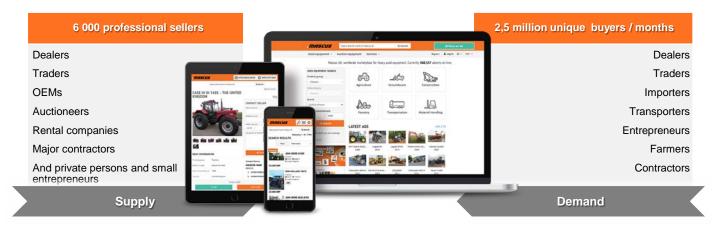


Mascus in a nutshell





Who is using Mascus



Number of listings April 2018 (World)

Construction		Agriculture		Transport		Material Handl	ing	Forestry	
.mascus	196,336	TractorHouse	202,410	Commercial TruckTrader.com	226,661	forklift-	79,566	_mascus	7,949
Machinery Trader	147,763	tractorp o dl	105,458	mobile.de	164,110	supralíft	45,052	Machinery Trader	5,131
MachineryZone.com Used equipment online	120,040	Agriaffaires.co.uk	96,945	Truck Paper	141,100	.mascus	27,271	Machinery Zone.com Used equipment online	3,085
ROCK & DIRT	79,571	.mascus	85,474	TRUCK SCOUT 24	96,210	Machinery Trader	22,226		
Equipment TraderOnline.com	37,029	Terre-net	85,000	_mascus	77,724	Machinery Zone.com Used equipment online	14,346		





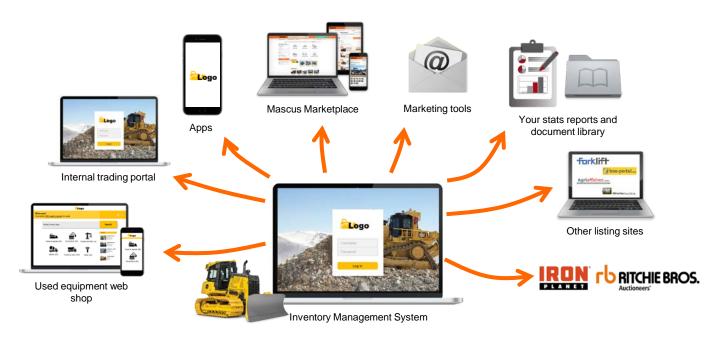
Our customer references



Remarketing Solutions

Inventory Management System

One solution for everything



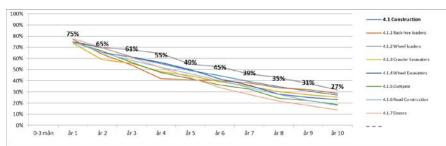


Mascus Value Index Services

Capital Adequacy

Mascus capital adequacy service

- Valuation services for banks, leasing companies, liquidators, insurance companies and public authorities
 - 15 years in financial services
 - 25+ years in valuation services
- We are using a method that has been approved by the Swedish financial inspection, together with the Basel Committee, as a instrument for Basel II/III requirements
- Market analysis and valuations are carried out by specialists
- Everything from individual items to entire credit holdings in accordance with the Basel III-rules
- Basel III demands that a bank must hold capital reserves appropriate to the risk the bank exposes itself to through its lending and investment practices





Our statistical database

Approximate number of sales reports in the database:

- Mascus 1 500 000
- Ritchie Bros. 1 300 000
- IronPlanet 500 000
- CAT Auction (2018)





Data from 45 countries



Data collected since 1995



Data up to 10 years old used to construct curves



Updated with approximately 70 000 objects each month

Capital requirements directive Basel II

The institute may be given permission to calculate other non-financial assets than customer claims and real estates to have an acceptable financial security if the following conditions are met:



 There is an available secondhand market for the asset



2. There are publicly available well established market prices for the asset



3. The institute can prove that the prices the institue put into practice does not considerably divert from the market price

Mascus Capital Adequacy services methodology

Proves that the assets have an available and functional second hand market

Gives verified well established market prices for the assets

The prices are publicly available

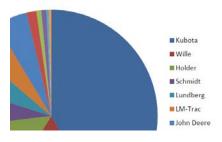
Can, when applied on a finance stock, prove that value of the assets do not considerably divert from the market price



A methodology that has been repeatedly approved as an instrument for finance institutes to tackle the Basel II/III requirements

Services

34%	29%	24%	21%	19%	16%
39%	34%	26%	22%	18%	13%
31%	27%	21%	18%	15%	11%
39%	34%	26%	22%	18%	13%
39%	35%	27%	23%	19%	14%
40%	31%	22%	16%	13%	9%
34%	28%	20%	14%	10%	5%
40%	34%	28%	23%	19%	15%
39%	33%	28%	22%	17%	12%
40%	34%	28%	23%	19%	15%





- Market value and Security value curves
 - Country specific
 - Region specific
 - Global
- Auction sale based
 - Regional

- Market analysis
- Desktop appraisals

· On site evaluation

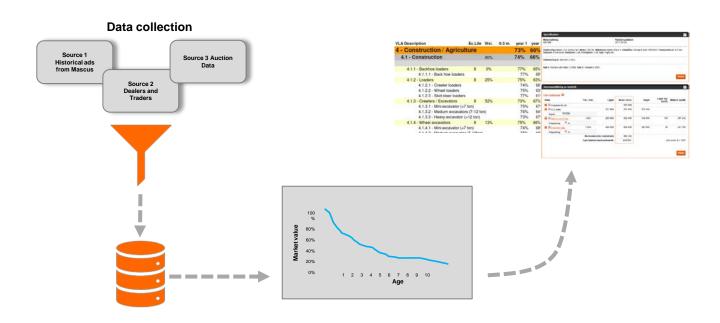
Capital adequacy

										N	/lateria	al han	dling
VLA Description	Ec.Life	Wei.	0-3 m.	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10
5 - Material handling				78%	68%	58%	51%	46%	40%	37%	33%	31%	27%
5.1 - Forklifts		45%		74%	62%	54%	47%	41%	37%	34%	31%	29%	27%
5.1.1 - Reachstackers	4	19%		68%	60%	50%	43%	37%	31%	25%	20%	17%	15%
5.1.1.1 - Reachstackers, jo	int			68%	60%	51%	43%	37%	31%	24%	19%	15%	13%
5.1.1.2 - Reachstackers, si	it			68%	58%	47%	42%	36%	31%	26%	22%	20%	17%
5.1.1.3 - Reachstackers, st	tand			69%	61%	53%	47%	39%	33%	28%	24%	20%	17%
5.1.1.4 - Reachstackers, pl	latform			70%	58%	47%	40%	34%	26%	23%	20%	18%	15%
5.1.2 - Counterweightforklifts	7	63%		76%	65%	58%	51%	46%	42%	40%	37%	36%	34%
5.1.2.1 - Electric powered				70%	55%	43%	36%	31%	28%	25%	22%	21%	19%
5.1.2.2 - Diesel powered				80%	72%	67%	61%	56%	51%	49%	46%	45%	44%
5.1.2.3 - Gas powered				70%	50%	37%	32%	28%	25%	22%	20%	18%	17%
5.1.3 - Low lifters	4	3%		70%	51%	35%	27%	20%	16%	13%	11%	9%	8%
5.1.3.1 - Low lifters				70%	51%	35%	27%	20%	16%	13%	11%	9%	8%
5.1.4 - Man down turret trucks	4	11%		70%	55%	45%	36%	30%	26%	22%	21%	20%	18%
5.1.4.1 - Man down turret ti	rucks			70%	55%	45%	36%	30%	26%	22%	21%	20%	18%
5.1.5 - Narrow aisle trucks	4	0%		70%	55%	45%	37%	31%	27%	24%	20%	18%	16%
5.1.5.1 - Narrow isle trucks	;			70%	55%	45%	37%	31%	27%	24%	20%	18%	16%
5.1.6 - Order pickers	4	4%		70%	54%	42%	33%	28%	24%	21%	18%	16%	15%
5.1.6.1 - Order picker low				70%	58%	49%	40%	35%	29%	25%	21%	19%	18%
5.1.6.2 - Order picker midd	llehiah			70%	51%	35%	27%	22%	19%	17%	15%	13%	12%



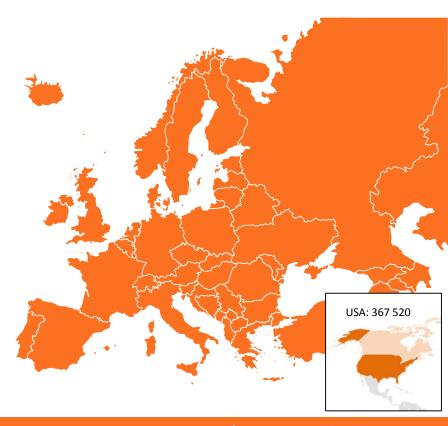


Data collection method (Capital adequacy)



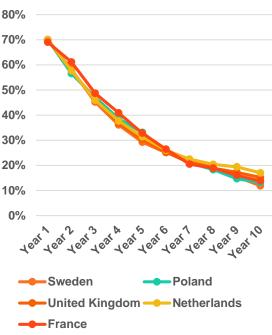
Data share per country in the world (Examples)

Germany	256 243
Netherlands	132 774
Sweden	114 800
Finland	96 169
Poland	77 713
Denmark	75 996
Norway	61 026
United Kingdom	56 695
France	50 848
Belgium	34 957
Spain	33 120
Hungary	13 341
Italy	12 359
Russia	10 829

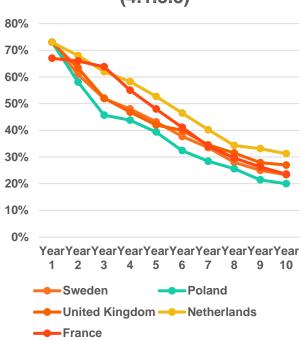


Different countries depreciation examples



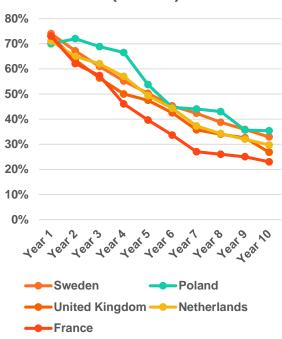


Heavy crawler excavator (4.1.3.3)

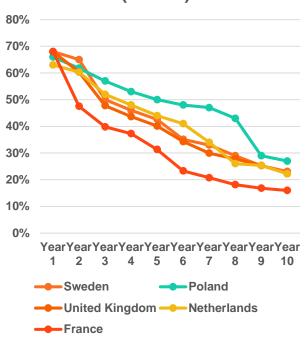


Different countries depreciation examples



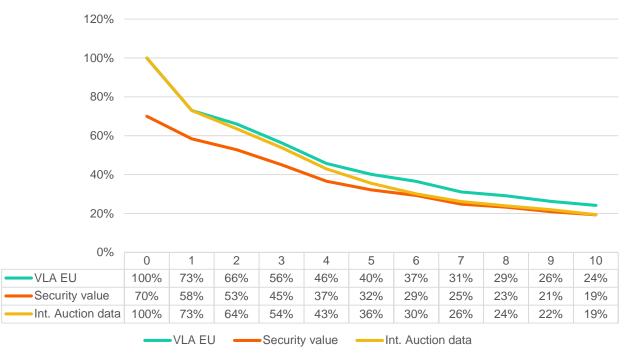


Agriculture rounds balers (4.2.3.1)



Compare auction data to VLA index





Product specifications



Best collection of data in the industry



24 / 7 / 365 access package through XML feeds









x4 releases a year with Excel/PDF versions for regions and countries



Always maintained and up to date database

Wide product range!

- Workshop / Printing
- Agriculture
- Construction
- Transport
- Materialhandling
- Forestry







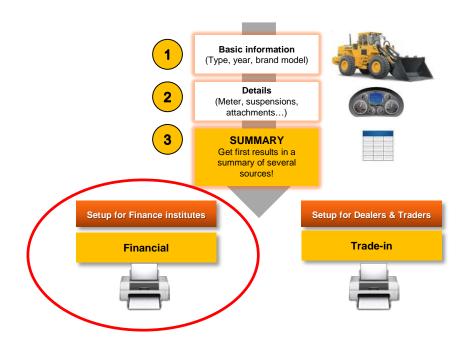


Mascus valuation tools

Price indicator & Finance calculator



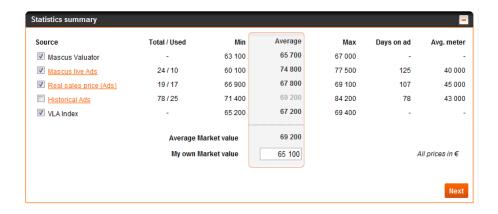
Working with our valuation tool



1. Basic information about the equipment

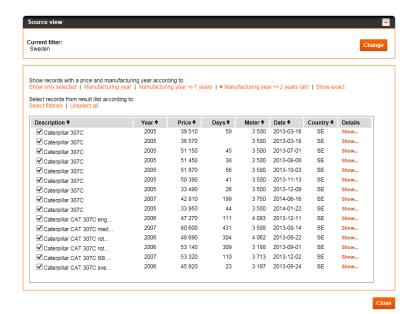
Basic information		•
Industry * Construction / Agriculture	v .	Make Caterpillar ▼
Product Construction	v []	
Usage Loaders	v []	Manufacturing year ★ 2016 ▼
Range Wheel loaders	v []	Vehicle key
		Next

2. Summary



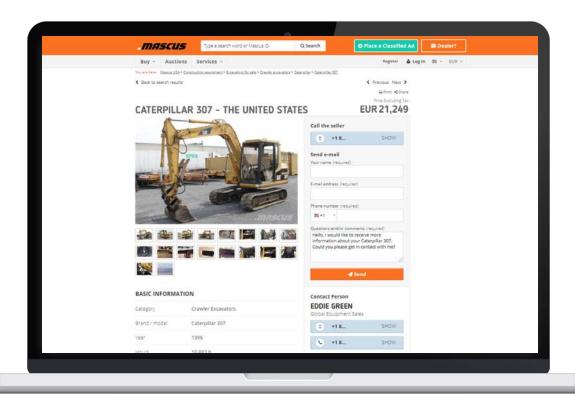


3. Statistic details

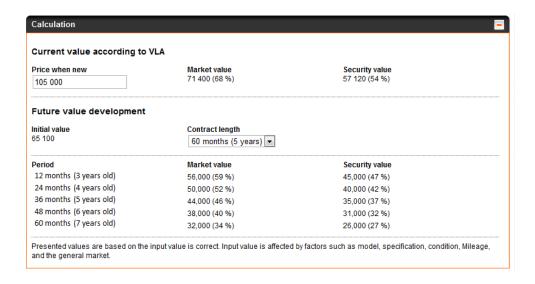




4. Object card

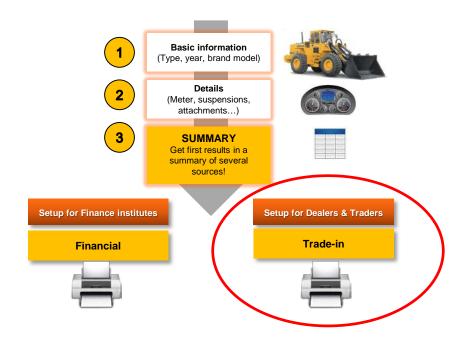


Setup financing (example)

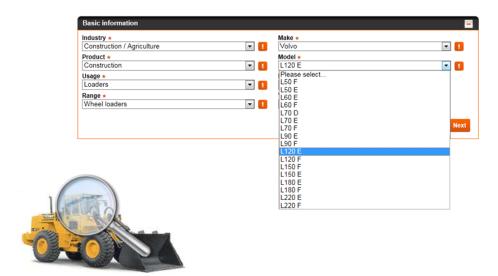




Working with our valuation tool



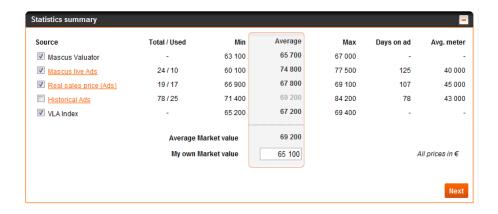
1. Basic information about the equipment



2. Details

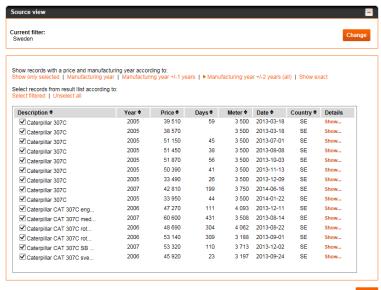
Meter state • 11 800 Hours		Valuation date	
Joystick control • [No joystick control	•	Hydraulic system • Standard hydraulic system	•
Standard lubrication	•	Diesel warmer * Diesel warmer installed	
Load suspension * Load suspension installed	•	Quick lock * Quick locks installed	
Select standard specification			
Super structure Grading bucket		Bucket gravel & rock	
Overall condition * Normal (+-0%)	•	Tires * Normal (25-75% left)	•
Item 1			Value
Item 2			Value
			Next
No.			

3. Summary



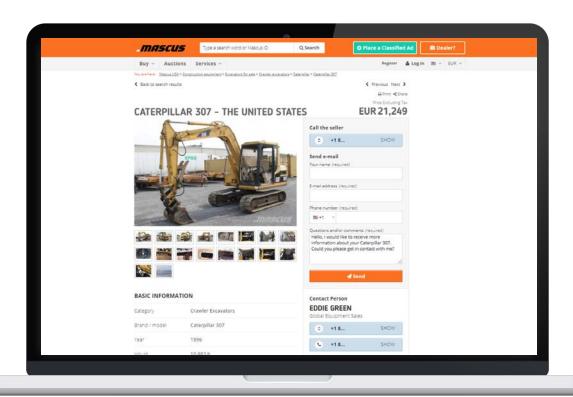


4. Statistic details

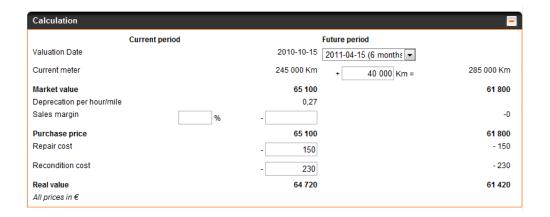




5. Object card



Setup trade-in (example)





Capital adequacy

Trends & market analysis

We have a lot of data!



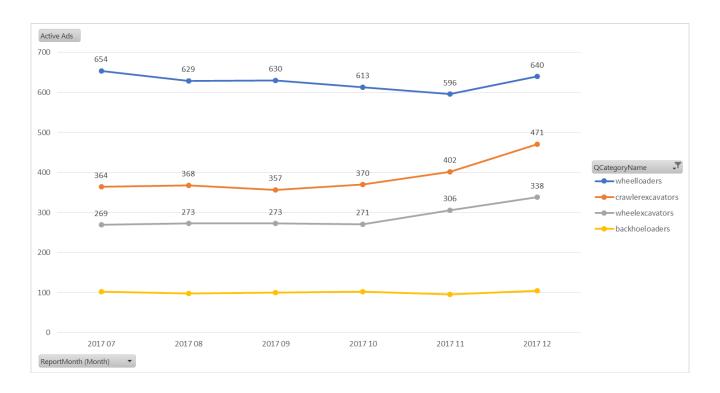








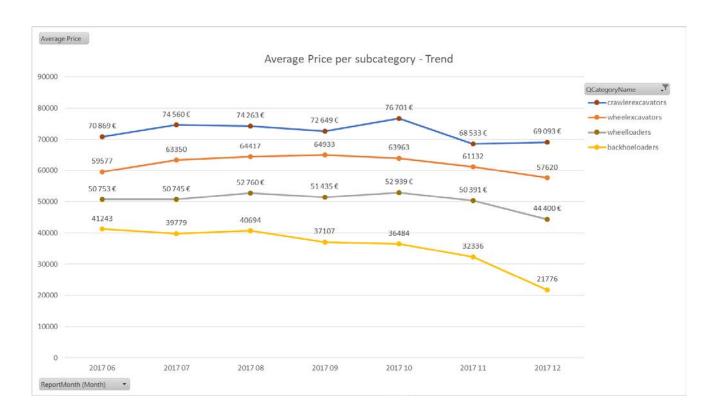
Construction machines for sale







Average price in contruction machinery







Prognosis of future changes

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
4.1.1.1	70%	63%	56%	47%	45%	43%	37%	35%	33%	31%
4.1.2.1	74%	66%	63%	59%	54%	50%	42%	35%	30%	26%
4.1.2.2	77%	73%	62%	51%	41%	32%	30%	28%	26%	24%
4.1.2.3	75%	67%	61%	52%	42%	38%	37%	36%	35%	34%
4.1.3.1	75%	66%	55%	51%	45%	41%	39%	37%	35%	34%
4.1.3.2	76%	67%	59%	50%	44%	41%	39%	35%	31%	30%
4.1.3.3	73%	64%	54%	43%	38%	34%	29%	27%	25%	23%
4.1.4.1	74%	68%	55%	45%	44%	43%	35%	34%	33%	32%
4.1.4.2	75%	67%	64%	51%	44%	39%	35%	32%	31%	28%



rb ritchie bros.